



AIR FORCE MENTORING PROGRAM

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The purpose of this policy directive is to formally establish mentoring in the Air Force and provide guidance for its implementation. This directive applies to all Air Force officers with special emphasis on the company grades. The goal of mentoring is to help all officers reach their full potential, thereby enhancing the overall professionalism of the officer corps. The intent of this directive is to infuse all levels of leadership with mentoring to effect a culture change -- one where senior officers can pass on the principles, traditions, shared values, and lessons of our profession.

1. Mentoring is a fundamental responsibility of all Air Force supervisors. They must know their people, accept personal responsibility for them, and be accountable for their professional development.

1.1. A mentor is defined as "a trusted counselor or guide." Mentoring, therefore, is a relationship in which a person with greater experience and wisdom guides another person to develop both personally and professionally.

1.2. Air Force mentoring covers a wide range of areas. Among them are career guidance, professional development, Air Force history and heritage, and knowledge of air and space power. It also includes knowledge of the ethos of our profession, and understanding the Air Force's core values of integrity, service, and excellence.

1.3. Key to mentoring is the direct involvement of the supervisor in the professional development of his or her people. The supervisor must continuously challenge subordinates. It is essential to provide clear performance feedback and guidance in setting realistic professional and personal development goals near-, mid- and long-term.

2. This directive establishes the following responsibilities and authorities:

2.1. The Air Force will establish a mentoring program for company grade officers that helps them reach their full potential through professional development.

2.2. The Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment (SAF/MI) is responsible for personnel policy matters as described in Air Force Policy Directive 90-1, *Strategic Planning and Policy Formulation*, paragraph 1.5.2. SAF/MI approval is required before this document is changed, reissued, or rescinded.

2.3. The Deputy Chief of Staff, Personnel (HQ USAF/DP) develops, coordinates, and executes personnel policy and essential procedural guidance for management of the mentoring program.

2.4. Major commands, field operating agencies, direct reporting units, and other appropriate management-level organizations will implement this policy.

2.5. Commanders at all levels are responsible for ensuring that mentoring takes place in their units.

3. Many tools are available to mentor our officers. Mentors can use various tools, but career development and air and space power are paramount and must be addressed. Private professional organizations can be helpful resources for mentors. See AFI 36-3401, *Air Force Mentoring*, for listings of some available tools.

4. It is the inherent responsibility of Air Force leaders to mentor future leaders, and this program fits into the human resource development planning of AFI 90-501, *Criteria for Air Force Assessments*.

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- 4.1. At a minimum, mentoring will consist of a discussion of performance, potential, and professional development plans during the performance feedback session as well as discussion on air and space power. The feedback should include, but is not limited to factors such as promotion, PME, advanced degree work, physical fitness, personal goals and expectations, professional qualities, next assignment, long-range plans, and air and space power topics.
- 4.2. Mentoring will be annotated by the subordinate's rater on the *Company Grade Officer Performance Feedback Worksheet* (AF Form 724B). Organizations may also develop their own mentoring feedback forms.
5. Related instructions are found in AFI 36-3401, *Air Force Mentoring*.
6. Attachment 1 describes compliance measures for this policy.

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Chief of Staff

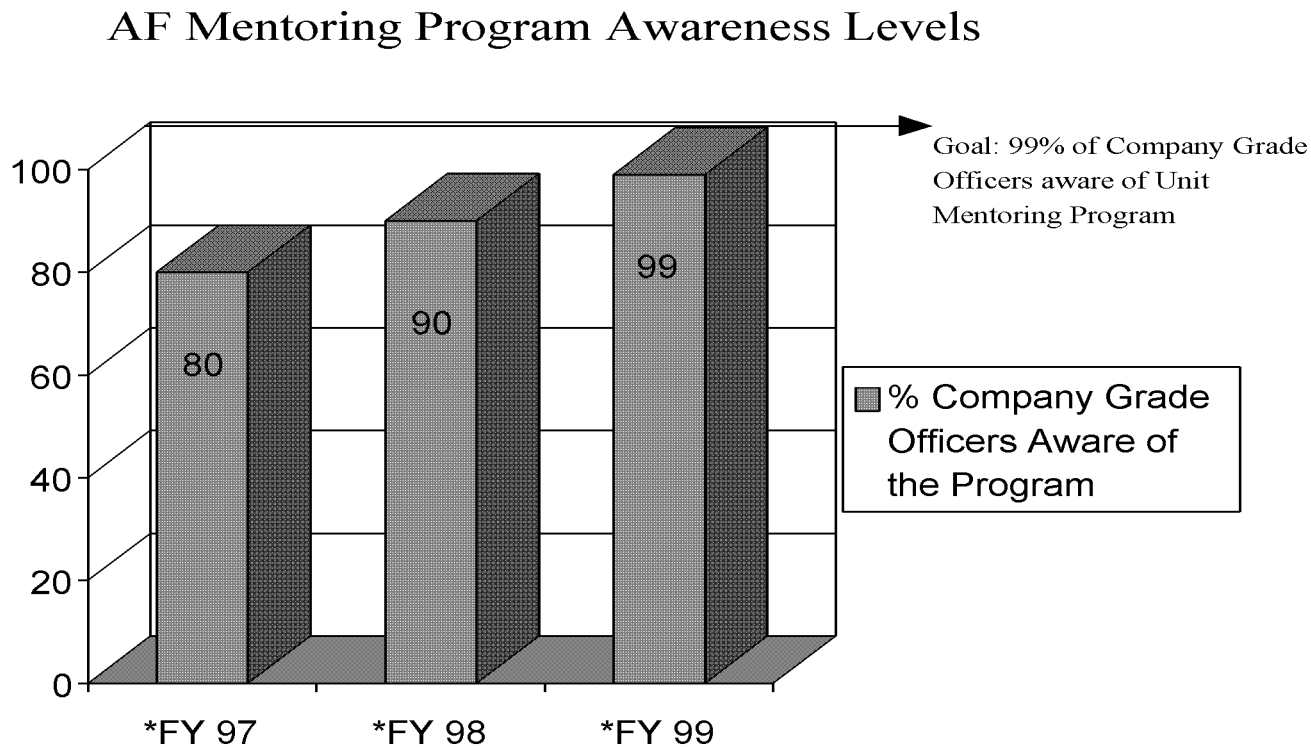
MEASURING COMPLIANCE WITH POLICY

A1.1. Compliance with the Air force mentoring Program will be assessed by measuring two areas (1) awareness levels and (2) satisfaction levels.

A1.1.1. The Awareness metric (Figure A1.1.) measures whether Company Grade Officers (CGOs) know that there is an Air Force Mentoring Program at their unit and what general areas or elements are involved in the program. The goal and targets are based on norms for customer survey data. That is to say, a goal of 100% would not be a realistic goal. That is why 99% is used.

A1.1.2. The Satisfaction metric (Figure A1.2) measures whether CGOs are satisfied with the Air Force Mentoring Program at their unit. It is not intended to measure whether they are satisfied with their particular mentor. The goal and targets are based on norms for customer survey data. That is to say, a goal of 100% would not be realistic. That is why 95% is used.

Figure A1.1. Sample Metric of Company Grade Officer (CGO) Awareness Level.



*Notional

Figure A1.2. Sample Metric of Company Grade Officer (CGO) Satisfaction Level.

